



STRATEGIC PLAN

INTRODUCTION

The Strategic Plan identifies what the City of Falls Church proposes to accomplish by 2010 to address its housing and community development needs. The development of the priority needs, goals, objectives, and outcomes included input from the City of Falls Church Housing and Human Services Division (HHS), citizen meetings, interviews with service providers, and surveys of the citizens.

Strategic Plan Goals and Objectives

The strategic plan is organized into broad themes, all of which are consistent with the City's general goals and the existing Affordable Housing Policy. The objectives are ranked not by priority, but are numbered to serve as reference points throughout the remainder of the document:

Objectives:

1. **Create Affordable Housing Opportunities**
2. **Prevent Homelessness and Provide Transitional Housing**
3. **Provide Services To Special Needs Populations**
4. **Increase Economic Opportunity**

Create Affordable Housing Opportunities

1. Increase opportunities for low- and moderate-income households to become and remain homeowners and renters
2. Increase the supply of new affordable rental housing units as part of mixed income development
3. Promote lead hazard education for housing reconstruction projects
4. Preserve existing multifamily rental housing stock and retain affordable units within such developments
5. Increase the range of housing options and related services for special needs populations

Prevent Homelessness and Provide Transitional Housing

1. Create support network for families at risk of homelessness
2. Provide transitional housing with services for chronically homeless

Provide Services to Special Needs Population

1. Assist persons with special needs to live as independently as possible
2. Increase housing opportunities for persons with disabilities

Increase Economic Opportunity

1. Assist families and individuals moving from poverty or public assistance to stability or self-sufficiency
2. Promote workforce development through education and training in order to increase individual and household incomes





HOW PRIORITY HOUSING NEEDS WERE DETERMINED

Using the data presented in the Housing Marketing Analysis and the Housing and Homeless Needs Assessment, the City determined which housing needs were high, medium, or low priorities. Table 2 A (see Appendix A) details the specific priority need rankings for various households with housing needs. The U. S. Department of Housing and Urban Development defines each need category as follows:

High Priority:

Activities to address this unmet need will be funded by the locality with federal funds, either alone or in conjunction with the investment of other public or private funds during the period of time designated in the strategy portion of this document. For the City, all population groups for which the percentage of households that have housing problems and an unmet need exceeded 50% were ranked as “high priority.”

Medium Priority

If funds are available, activities to address this unmet need may be funded by the locality with federal funds, either alone or in conjunction with the investment of other public or private funds during the period of time designated in the strategy portion of this document. Also, the locality will take other actions to help this group locate other sources of funds. All population groups for which the percentage of persons/households that have housing problems and an unmet need between 10% and 50% were ranked as “medium priority.”

Low Priority

The locality will not fund activities to address this unmet need during the period of time designated in the strategy portion of this document. The locality will consider certifications of consistency for other entities' applications for Federal assistance. All population groups for which the percentage of persons/households that had no housing problems or that had an unmet need of 10% or less were ranked as “low priority.”

OBSTACLES TO MEETING UNDERSERVED NEEDS

Housing

- Lack of available land for new affordable housing development
- Income group that requires homeownership assistance now includes middle income households and most resources only serve low & moderate-income households
- Cost of owner-occupied housing requires significant subsidy to make housing affordable
- Many households that are eligible for assistance will not apply because they do not believe they are “housing burdened,” despite Census data

Special Needs

- Limited understanding of entire special needs population; not service-seekers

Community Development

- Community development funding for community facilities is prohibited because community, as a whole, is not low- and moderate-income



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CITY OF FALLS CHURCH 2006 - 2010 GOAL & OBJECTIVES

Unless otherwise noted, the City shall meet these proposed objectives within the timeframe of the Consolidated Plan.

THEME 1: AFFORDABLE HOUSING OPPORTUNITY

T1G1. Increase opportunities for low- and moderate-income and middle-income households to become and remain homeowners and renters

<i>City of Falls Church Objective</i>	<i>Projected City Outcomes</i>
T1G102. Increase pre/post-purchase counseling to low- and moderate-income households	Provide 20 households with housing counseling as part of application and home purchase
T1G103. Provide financial incentives to develop rental units designed to accommodate larger families	Award Affordable Housing Funds to develop at least 20% of all new housing units as affordable rental housing with two & three bedroom units

T1G2. Increase and preserve the supply of affordable housing

<i>City of Falls Church Objective</i>	<i>Projected City Outcomes</i>
T1G201. Provide low-interest loans to private/nonprofit/public entities that will develop or preserve affordable housing	Award Affordable Housing Funds to develop at least 12.5% of all new or preserved units as affordable rental housing
T1G202. Assist with the acquisition of land for the development of affordable rental housing	Acquire property that will be developed into 30 units of affordable housing



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T1G3. Preserve existing multifamily rental housing stock and retain affordable units within those developments

<i>City of Falls Church Objective</i>	<i>Projected City Outcomes</i>
T1G301. Maintain and preserve (in good condition) the supply of affordable housing units for low- and moderate-income households through partnerships with for-profit and nonprofit developers to help acquire or rehabilitate existing multifamily units that are affordable to low- and moderate-income households	Award Affordable Housing Funds to acquire or rehabilitate multifamily structures that will result in at least 50 units of affordable rental housing

T1G4. Ensure Equal Access to Housing

<i>City of Falls Church Objective</i>	<i>Projected City Outcomes</i>
T1G401. Provide housing counseling to public about housing choices throughout City	Provide counseling to 10 households who will choose housing in the City
T1G402. Institute landlord incentive program to encourage owners of single-family homes to advertise and rent units to households that have completed housing counseling	Increase landlord participants by five additional landlords

T1G5. Promote affordable housing development

<i>City of Falls Church Objective</i>	<i>Projected City Outcomes</i>
T1G501. Encourage fast-track permitting process for development that will include affordable housing	Assist with implementation of fast-track review team by 2007

The Housing Market Analysis Chapter indicates that the most pressing housing need for the City of Falls Church is affordable housing for households that earn less than 100% of the median income (up to \$85,400 for a household of four in 2004). Additionally, low-income renters and owners are specifically targeted for assistance. There are approximately 281 low-income owner and renter households paying more than 50% of their income for housing costs. The greatest need for housing is among extremely low-income and low-income households. The Housing Market Analysis shows a deficit of 107 rental units and 10 owner units for extremely low- and low-income households.



For existing homeowners, the number of households with cost burdens may be indicative of an inability to maintain housing. For future homeowners, there is a shortage of existing affordable units. The gap between housing costs and a household's income is widened considering that the housing market for new homes in Falls Church is not priced to be affordable to low and moderate-income households.

Renter Households

Within the City of Falls Church, renter households with priority housing needs are those with incomes at or below 80% of median income with a cost burden greater than 30% or overcrowding. The highest priority renter groups with housing needs are extremely low- and low-income small-related households. Extremely low-income and low-income elderly renters have a low priority housing need because of the housing options at Winter Hill Apartments. Winter Hill Apartments provides application priority points for City residents.

According to data from the 2000 CHAS Data Report, there were 227 extremely low- and low-income households [59.2% of all renters] that had "worst case" housing needs. More specifically, 78% of extremely low-income households (households earning less than 30% of the median income) are paying more than 50% of their income for housing.

The housing need for large family renters is appropriately sized housing, but this is a low priority. There is a shortage of rental housing for households with four or more persons, yet the data from the Housing Market Analysis indicates that this problem is largely confined to moderate income renters who have more resources to find appropriately sized housing, primarily among single-family rental homes. The data does not suggest that overcrowding occurs within low-income renter households; but the primary problem for these households is cost burden.

A medium priority is increasing the number of moderate-income households that can become homeowners. Using data from the 2000 CHAS Report, there are 40 moderate-income non-elderly households that are not currently experiencing a housing cost burden. These households, barring other credit factors, would be able to obtain a mortgage. However, there is a limited supply of affordable homes in the City and the new development expected between 2004 and 2007 (new construction condominiums) will be priced higher than what these households can afford.

Homeowner Households

Homeowners with incomes at or below 80% of median income and paying more than 50% of their incomes for housing are considered to have a housing need. Low-income, cost burdened owners typically cannot afford to maintain their homes. However, there is no data to indicate that these owners are unable to maintain their homes within the City.





THEME 2: PREVENT HOMELESSNESS & PROVIDE TRANSITIONAL HOUSING

In addition to the Continuum of Care strategies identified in Tables 1A through 1C (see Appendix A), the following items identify the City's specific strategy for meeting the needs of the homeless.

T2G1. Coordinate/Collaborate to support families at risk of homelessness

<i>City of Falls Church Objective</i>	<i>Projected City Outcomes</i>
T2G101. Provide priority for rental assistance to extremely low and low-income households that are paying more than 50% of their income for housing costs	Assist 10 households with rental assistance

T2G2. Provide transitional housing with services for homeless population

<i>City of Falls Church Objective</i>	<i>Projected City Outcomes</i>
T2G201. Provide financial incentive to nonprofit housing development community to operate transitional housing facility for chronically homeless individuals in City	Transitional housing residence for five individuals
T2G202. Increase supply of affordable transitional housing. Utilize vacant single-family homes in City, invite nonprofit housing developers to submit requests for proposals to develop housing as transitional housing for chronically homeless	Transitional housing residence for five individuals
T2G203. Continue to support emergency shelter for homeless individuals	Emergency Shelter for at least twelve individuals; funding to regional homeless continuum network
T2G204. Support the development of housing for the chronically homeless	Technical Assistance to providers of transitional housing in the City



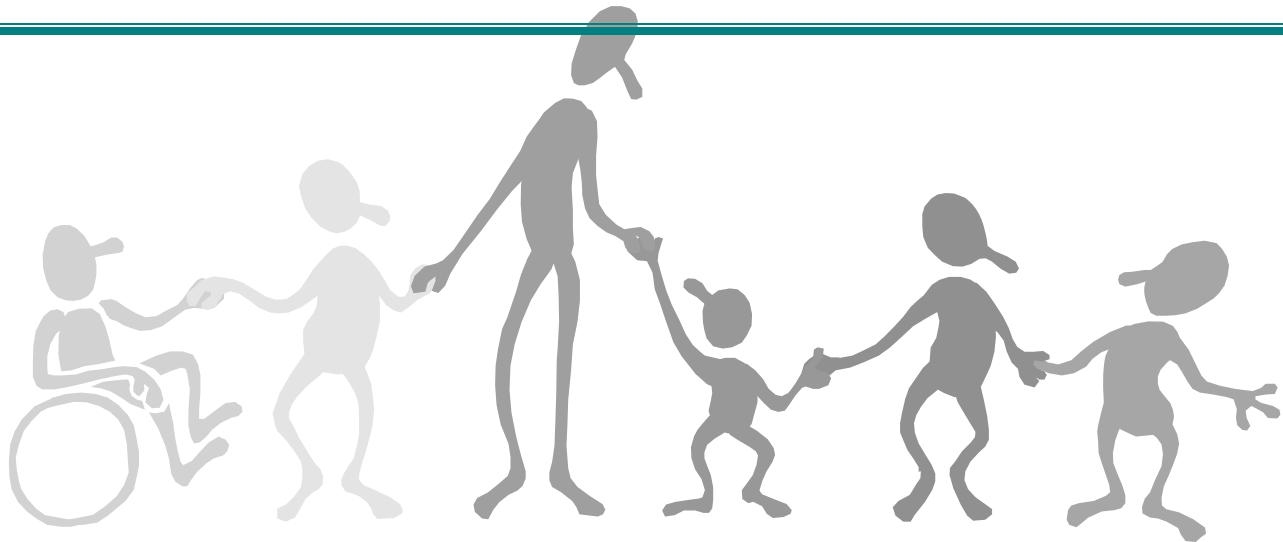
THEME 3: PROVIDE SERVICES TO SPECIAL NEEDS POPULATIONS

T3G1. Assist persons with Special Needs to live as independently as possible

<i>City of Falls Church Objective</i>	<i>Projected City Outcomes</i>
T3G101: Improve access to public facilities	Upgrade City facilities (City Hall, Parks & Recreation, parks, etc.) to accommodate persons with physical disabilities

T3G2. Increase Housing Opportunities to Persons with Disabilities

<i>City of Falls Church Objective</i>	<i>Projected City Outcomes</i>
T3G201: Provide direct marketing and presentations to disability advocacy groups on affordable housing opportunities within the City	One outreach for each round of affordable housing applications





STRATEGY FOR REMOVING BARRIERS TO AFFORDABLE HOUSING

Preserve Affordable Housing

The Housing and Human Services Division (HHS) initiated a work group to coordinate property maintenance, code complaints, inspections and responses with the City Building Official, the City Zoning Official, the Deputy Fire Marshall and members of the Fairfax Health Department (the contract agency for health code enforcement). HHS is also working with other City staff and the City Attorney to update the Code in regard to property maintenance and enforcement.

Remove Regulatory Barriers for Affordable Housing Development

In an effort to continue the promotion and development of affordable housing, the City will form a specific proposal review team that will evaluate all affordable housing proposals and pursue fast track permitting for all proposals that include affordable housing.



RECENT EFFORTS

Promote Affordable Housing Development

HHS worked with the Planning Division to institute an Affordable Dwelling Unit (ADU) ordinance. This ordinance allows density bonuses for the provision of ADUs and was adopted by City Council in 2003. ADUs are also included as a priority community benefit in the City's Special Exception ordinance. This ordinance was adopted in 2003 and outlines development conditions/proffers.

Implemented an Affordable Housing Policy

HHS coordinated and staffed a work group composed of citizens, members of the Housing Commission and the Human Services Advisory Council (HSAC), non-profit representatives, and City Council to develop an Affordable Housing Policy. This policy outlines housing priorities and actions and is reviewed triennially by staff and the Housing Commission.

Identified Funding Source for Affordable Housing Development

HHS also coordinated and staffed a work group to develop an Affordable Housing Fund (AHF). The fund was established with a contribution from a developer. Additional funds have been added by City Council as well as developer contributions. The AHF is administered through a sub-group of the Housing Commission and includes Commission representatives, a non-profit representative and a developer.

STRATEGY FOR ADDRESSING LEAD-BASED PAINT HAZARDS IN HOMES

Promote lead hazard education for housing reconstruction projects

<i>City of Falls Church Objective</i>	<i>Projected City Outcomes</i>
01. Explore educational programs for City households regarding lead based paint and hazards of lead poisoning	Implement education effort



ANTI-POVERTY STRATEGY

THEME 4: INCREASE ECONOMIC OPPORTUNITY

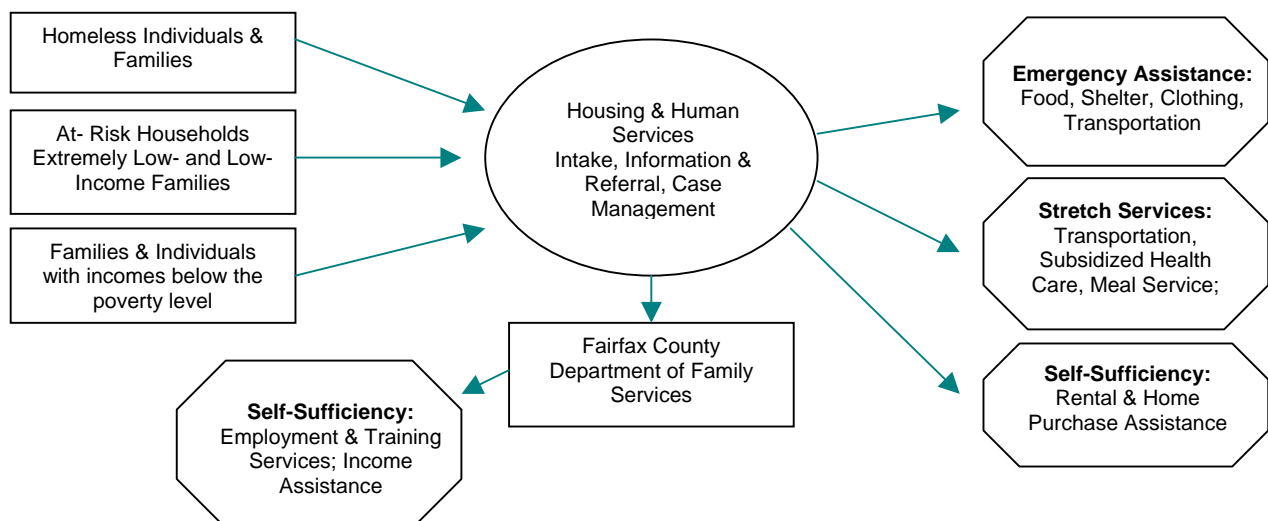
T4G1. Assist families and individuals moving from poverty or public assistance to stability and self-sufficiency

<i>City of Falls Church Objective</i>	<i>Projected City Outcomes</i>
T4G101. Encourage individual development accounts	Research funding for setting up IDAs for specific home purchase assistance or education/training expenses

T4G2. Promote workforce development through education and training in order to increase individual incomes

<i>City of Falls Church Objective</i>	<i>Projected City Outcomes</i>
T4G201. Provide incentive funds for innovative programs such as English as a Second Language Classes for job-specific language training	At least 10 individuals will complete training & education
T4G202. Develop agreements with new businesses to create tax incentives for hiring low- and moderate-income persons or for paying “living wage”	Business partners will create at least 10 new jobs for low & moderate-income households.

The City of Falls Church is engaged in a comprehensive network of services to help families increase their incomes and remain self-sufficient. The City's Housing and Human Services (HHS) coordinates a network of services through direct and contracted human services and housing programs. The following diagram illustrates the various “service points” in the City's anti-poverty strategy.





INSTITUTIONAL RELATIONSHIPS TO IMPLEMENT THE CONSOLIDATED PLAN

The City of Falls Church has a wealth of services to provide to its residents, but it relies on cooperative relationships with other local governments and social service providers to implement the activities in the Consolidated Plan. The following chart illustrates the services and resources that each entity contributes as it relates to implementing the Consolidated Plan.

Entity	Description of Service/Resources used to Implement Consolidated Plan
PUBLIC INSTITUTIONS	
Commonwealth of Virginia	<ul style="list-style-type: none"> Housing Assistance <ul style="list-style-type: none"> The City may apply for housing funds to provide grants or loans to produce or rehabilitate affordable housing and special needs housing.
	<ul style="list-style-type: none"> Housing Policy Recommendations <ul style="list-style-type: none"> The Housing Commission, a citizens' commission, proposes housing policy initiatives and changes.
	<ul style="list-style-type: none"> Homelessness Prevention <ul style="list-style-type: none"> The Housing Commission mediates conflicts relating to the Virginia Residential Landlord & Tenant Act to prevent homelessness and evictions and offers mediation services in conflicts relating to other housing laws.
City of Falls Church	<ul style="list-style-type: none"> Fair Housing Enforcement <ul style="list-style-type: none"> The Housing Commission investigates fair housing complaints and conciliates these complaints. The Human Services Advisory Council, a citizens' commission, advises City Council on human service needs and delivery to Falls Church citizens. It reviews existing human services policies and resources to identify service gaps, service overlaps and/or potential efficiencies for City Council consideration and administers and reviews Community Services Fund applications and provides recommendations to City Council. Citizen Participation & Consultation <ul style="list-style-type: none"> The Housing Commission reviews federal Community Development fund proposals and provides recommendations to City Council. Housing Assistance & Community Development services delivery <ul style="list-style-type: none"> The Housing & Human Services Division implements a variety of activities including: human services case management and resource/referral services, including intake for regional subsidized health and dental services; emergency assistance, (including emergency shelter referral); landlord/tenant, fair housing, and general housing counseling; administration of the Section 8 contract for Winter Hill, an 80-unit complex subsidized under the Section 8 Substantial Rehabilitation Program; provision of rent and tax relief for income-eligible disabled and/or elderly persons; technical assistance to nonprofit and volunteer housing and human service organizations; subsidized transportation for income-eligible elderly and/or disabled persons; specialized outreach programs for under-served or vulnerable populations.



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Arlington County

- Provides Federal Housing & Community Development Funding

- Income Assistance Services
 - Federal, state, and local public assistance programs for the City are administered under contract by the Fairfax County Department of Family Services (DFS).

- Homeless Services
 - Emergency shelters and transitional housing services are contracted through Fairfax County DFS; Homeless “Continuum of Care” lead agency.

- Rental Housing Assistance
 - Administration of the federal Housing Choice Voucher program through the Fairfax County Department of Housing and Community Development.

Fairfax County

- Mental Health, Mental Retardation, and Substance Abuse Services
 - The Fairfax-Falls Church Community Service Board (CSB) provides services to the populations of Fairfax County and the Cities of Fairfax and Falls Church. Funding for the CSB is provided through the member jurisdictions, as well as through state and federal monies, and consumer fees.

- Public Health Services
 - Fairfax County Health Department provides multiple services including infant and maternal health, communicable disease prevention, testing and treatment; and testing and treatment for sexually transmitted diseases are among the services provided to City residents.

- Services for the Elderly
 - Fairfax Area Agency on Aging offers older adults supportive services enabling them to remain in their own communities. These include, but are not limited to, the congregate meal program, insurance counseling and Meals-on-Wheels.

- Services for Disabled Individuals
 - Fairfax Area Disabilities Services Board provides consultation on needed policies and programs for people with sensory or physical disabilities.

REGIONAL ORGANIZATIONS

Metropolitan Washington Council of Governments

- Coordinated Planning of Regional Homeless Strategy
- Provision of Data on Growth & Economic Trends for Needs Analysis

Northern Virginia Regional Commission

- Homeownership Assistance
 - Serves as Participating Jurisdiction to provide Virginia HOME funds for low-interest first-time homebuyer loans and grants

- Provision of Data on Growth & Economic Trends for Needs Analysis



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NONPROFIT ORGANIZATIONS

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| Falls Church Housing Corporation | <ul style="list-style-type: none">• Provision of Affordable Housing<ul style="list-style-type: none">○ Owns and operates two affordable housing developments in the City |
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| Friends of the Falls Church | <ul style="list-style-type: none">• Homeless Housing & Services<ul style="list-style-type: none">○ Operates Winter Emergency Shelter○ Provides referral services for homeless individuals |
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| Center for Multicultural Human Services | <ul style="list-style-type: none">• Mental Health Services<ul style="list-style-type: none">○ Mental health, educational, consulting, training, housing counseling, emergency assistance, and other social services in 27 languages |
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| Legal Services of Northern Virginia | <ul style="list-style-type: none">• Homelessness Prevention<ul style="list-style-type: none">○ Provides legal services to low-income households facing eviction;○ Landlord-tenant conflict negotiation |
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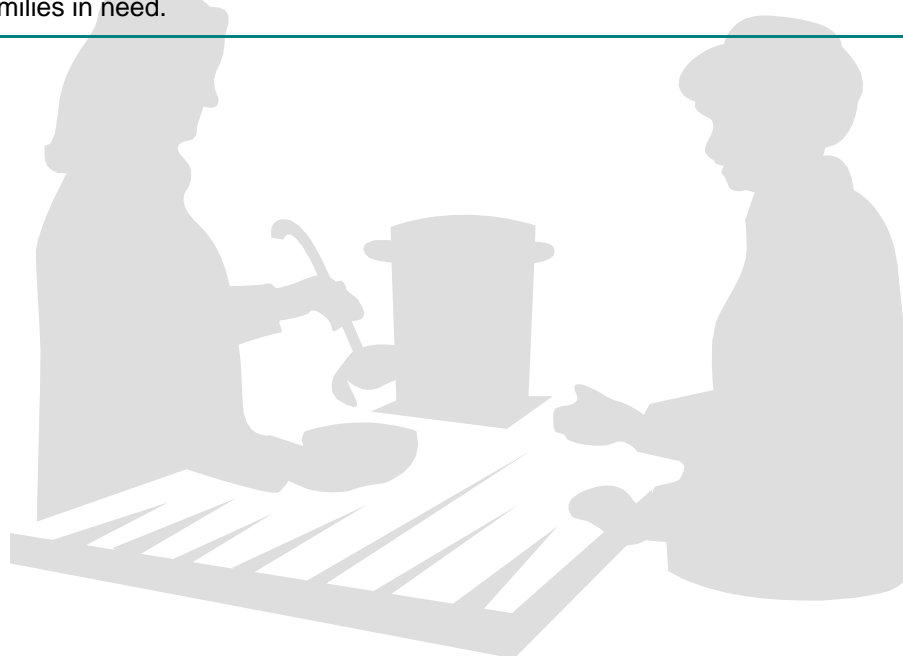
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| Falls Church Community Services Council | <ul style="list-style-type: none">• Emergency Assistance<ul style="list-style-type: none">○ Provides a Food Pantry and food delivery, transportation Service for older adults, and furniture |
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PRIVATE INDUSTRY

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| Sunrise Retirement Homes | <ul style="list-style-type: none">• Housing for the Frail Elderly<ul style="list-style-type: none">○ Provides assisted living to elderly persons; includes 12 beds for moderate-income residents and 6 beds for low-income residents |
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FAITH COMMUNITY - EMERGENCY ASSISTANCE

Columbia Baptist Church, St. James Catholic Church, and The Falls Church Episcopal have each contributed volunteer services, as well as providing emergency assistance (food, clothing, shelter, financial assistance) to families in need.





CONTRACT AND COOPERATIVE SERVICES WITH OTHER JURISDICTIONS

The City maintains agreements with other jurisdictions and agencies for the provision of additional housing and social services.

- Housing related services provided through consortium agreement for the HOME Investment Partnerships Program (HOME) and a cooperation agreement for the Community Development Block Grant Program (CDBG) with Arlington County. CDBG funds are passed through Arlington County and Arlington withholds ten percent (10%) of the funds for administrative costs.
- Homeless services, including emergency shelters and transitional housing, are also contracted through the Fairfax County Department of Family Services (DFS).
- The Housing Choice Voucher Program is administered under contract through the Fairfax County Redevelopment and Housing Authority.
- Health Code enforcement services are provided under contract with the Fairfax Health Department.
- Public assistance programs for the City are administered under contract by DFS.
- Mental health, mental retardation and substance abuse services are provided under contract by the Fairfax-Falls Church Community Services Board (CSB).
- Public health services are provided under contract with the Fairfax County Health Department.
- The Fairfax Area Agency on Aging (AAA) provides supportive services to older adults.
- The Fairfax Area Disabilities Services Board (DSB) provides consultation on policies and programs for persons with sensory or physical disabilities.

Regional Coordination

City Council members and staff are members and active participants in several regional organizations. The Metropolitan Washington Council of Governments (COG) provides a regional forum to discuss, review, and plan policies as well as research and compile regional data for the Washington D.C. metropolitan area. This includes housing related reports on affordability, fair housing analysis of impediments, and population demographic data. The Northern Virginia Regional Commission (NVRC) addresses issues of affordable housing, transportation, human services, and emergency response in the Northern Virginia region.





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Nonprofit Organizations

Nonprofits are an important component of the service delivery system and assists the City with meeting its housing goals and the needs of residents. The Falls Church Housing Corporation (FCHC), Homestretch and the Friends of the Falls Church Winter Emergency Overflow Shelter provide affordable housing for seniors, transitional housing for families and emergency shelter for single homeless adults, respectively. Legal Services of Northern Virginia provides legal assistance to low-income residents with tenant-landlord problems as well as other legal issues. The Falls Church Community Services Council (FCS), and the Center for Multicultural Human Services (CMHS) provide emergency financial assistance, rent and utility assistance, emergency food assistance and other services. Additional programs available to City residents include Offender Aid and Restoration (OAR), which offers education and assistance programs for individuals in the court system and their families; the Business Development Assistance Group (BDAG) offers technical assistance to develop or enhance small businesses; Even Start, an early childhood education and parent education program for low-income families; and the Child Development Center, a pre-school program that includes disabled and low-income children. All of the above listed programs and organizations receive either Community Development Block Grant (CDBG) funds or Community Services Fund (CSF) grants from the City. Additional services are also provided through several churches in the City.

Private Industry

The City has an agreement with the Sunrise Retirement Homes to provide set-aside beds for low- and moderate-income elderly and/or disabled persons. Six (6) beds are available for low-income persons and twelve (12) beds are available for moderate-income persons. Preference is given to City residents. The program is administered through HHS.

Westbrook Commons, owned by KSI Management, is a multi-family rental housing is a Low Income Housing Tax Credit (LIHTC) property that provides ninety-six (96) units to households with incomes at 50-60% of HUD area median income.

The City has negotiated homeownership opportunities for households earning 50% to 80% of the HUD area median income with private developers through the Affordable Dwelling Unit (ADU) program. Ten townhouses and four ADU condominiums have been sold to date. An additional 27 ADU condominiums will be developed between 2005 and 2008.

Public Housing Strategy

As noted, the City does not have a public housing authority, but will continue to partner with Fairfax County Redevelopment & Housing Authority to provide Housing Choice Vouchers to Falls Church City residents.

